

1. Consistent attendance of members is critical to success.
 - a. If substitutes are unavoidable, the member is responsible to ensure their designee is fully briefed on past discussions, decisions and the current meeting's materials. The substitute needs to have the authority to voice the member's opinion and "vote."
2. Preparation prior to each meeting is important.
 - a. Sterling Associates will prepare materials for the Task Force meetings, and draft or "straw" materials that will serve as the starting point for Task Force discussions.
 - b. Materials will be emailed at least two (2) days prior to a Task Force meeting. Members are expected to review the materials, identify questions/comments, and come to the meeting prepared for the required actions.
3. Conformance to due dates will keep the process on schedule and ensure adequate input.
 - a. When there are "assignments" for feedback or other actions, due dates for responses will be provided. It will be very important for members to respond by the due dates to ensure their feedback is considered.
4. Meetings must be productive and move the process forward.
 - a. A meeting summary with required actions or tasks will be prepared and distributed to members within two (2) days after each meeting, to ensure common clarity about what occurred and what is expected in the interim between meetings.
 - b. At the beginning of each meeting, a short synopsis of the previous meeting will be reviewed as a reminder of where we left off.
 - c. Past discussions or materials will not be reviewed for the benefit of a member who missed a past meeting (see #1a).
 - d. An agenda with time boundaries around discussion topics and presentations will be developed for each meeting. It will be important for discussions to be orderly, courteous and concise, and to stay within the time allotted as possible.
5. All constructive viewpoints and ideas will be considered within the boundaries and scope of the study.
 - a. The viewpoints and ideas should be expressed at the Task Force meetings.
 - i. Members are invited to contact Sterling Associates at any time before or after meetings to clarify understanding or provide suggestions; however, it will be important for all members to participate in the meetings.

LCB Three-Tier Task Force Ground Rules

- b. To ensure progress and a final result as required by the schedule, the Task Force will focus on the highest priority issues (as defined through the interview process) and will use established criteria to make decisions.
- 6. The standard for decisions will be the majority opinion, with minority or dissenting comments.
 - a. With a diverse array of interests and perspectives, it is unlikely there will be group consensus on every decision.
 - b. When there is not consensus, the majority opinion (by vote) will prevail.
 - c. The minority or dissenting viewpoint will also be included in the documentation and final report recommendations.
 - d. If there is no majority opinion, the various viewpoints and discussion will be documented, but will not necessarily result in a formal recommendation.
- 7. The final Task Force report will be written in the voice of the Task Force to the Liquor Control Board.
 - a. The report will document the process, analysis, deliberations and recommendations of the Task Force.
 - b. Draft recommendations will be prepared as a result of Task Force discussions, and reviewed by the Task Force.
 - c. A draft report will be presented and reviewed by the Task Force.
 - d. The final report will be presented and adopted by the Task Force.
- 8. Only Task Force members will participate in Task Force discussions.
 - a. Audience and/or public comments will be collected through the Liquor Control Board web site at: www.liq.wa.gov and/or via email to Jill Satran or Kim Rau at Sterling Associates: jills@sterling-llp.com kimr@sterling-llp.com
 - b. Submitted comments will be collated and distributed to Task Force members prior to each meeting, and a brief summary of the themes will be presented at each Task Force meeting.